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b. The Personnel Officer Function

Aside from the routine activities such as preparing Requests for Personnel Action, maintaining the Position Inventory, procuring personnel folders, monitoring personnel folder traffic, and assisting the members of the JOTP in personnel matters, the Personnel Officer function is limited. However, the situation is a logical development of that which existed prior to the establishment of the JOTP/PO position, when OTR/PO acted in support of JOTP to the extent desired by the administrators of the Program. It should be pointed out here that the JOT Program Officers, once decisions are made regarding formal and on-the-job training for each JOT, act in an administrative and evaluative capacity. Thus, many of the functions normally carried out by a division personnel office are, and always have been, carried out by JOTP itself. Among these are: maintenance of relatively elaborate records on each JOT and on applicants in process for JOT; preparation and presentation of promotion requests (except SF-52s) for JOTs; and arranging details and negotiating reassignments of JOTs.

c. Liaison and Coordination Function

This function is largely one of centralizing those outside contacts (other than those concerned with formal and on-the-job training for each JOT) required to assure that the components of the Office of Personnel, the Medical Staff and the Office of Security handle JOT business knowledgeably and with a minimum of delay. Aside from the inevitable "needling" required to "keep things moving", the function also includes constant review of methods and procedures, and their improvement.

3. Accomplishments during the Period

Since no basis for comparison is available to the undersigned, a delination of accomplishments is difficult. However, certain observations might be made:

a. In regard to the Placement Officer function, the undersigned can state that with very few exceptions he has agreed wholeheartedly with the positive decisions made in regard to selection of candidates (both new applicants and internal JOTs). He has participated in this selection process for all candidates seen since his assignment to the position. In only three cases has he had a degree of reservation, one of these has not been finally resolved, the other two have been sufficiently justified to merit approval. Needless to say, the negative decisions made have not always received the same hearty concurrence; JOTP has undoubtedly rejected some "good" candidates. However, the JOTP Officers have more time, and probe much more deeply during their evaluation of individual candidates. The relatively coarse screening performed by the undersigned understandably can be refined by those charged with final

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selection. However, in his opinion, his rather limited evaluations are given ample consideration. As an aside, it might be mentioned that candidates chosen for the Program are, in the opinion of the undersigned, the best of those seen, and salary determinations (in these decisions the undersigned does participate fully) are almost universally conservative. In regard to the screening of applicant files prior to submission to JOTP for consideration, the undersigned, after discussions with Chief/JOTP and Chief, Personnel Procurement Division, has suggested that no files be withheld from consideration once they arrive in the JOTP/PO. Two reasons can be cited for this seeming lack of positive action: (1) JOTP should be given the opportunity to review the "total take" of the recruitment effort. Since recruitment is vital to JOTP and its product, it has participated in many deliberations with C/PPD re methods, sources, etc. It can continue these discussions more knowledgeably with the information gained from a more diversified review of applicant material, namely, all that material forwarded by PPD. (2) In the opinion of the undersigned there is a continuing imbalance between quality and quantity of applicant material. Were applicant material screened assiduously, quality offered to JOTP would certainly rise. However, since responsibility for selection to the Program lies with JOTP, it could be assumed that their standards would correspondingly tighten. Also, since prior screening would necessarily be on a "second guess" basis, acceptable candidates might well be eliminated. Also, should the number of files referred to JOTP materially decrease, criticism could certainly be expected from JOTP re the lessened flow of applicant files. None of the above should be interpreted to mean that the constant objective of improving quality is being compromised, nor that JOTP/PO screening is of no purpose. The undersigned, before submitting files to JOTP, reviews and, if appropriate, makes comments in regard to deficiencies or attributes of individual applicants.

b. In regard to the Personnel Officer function, to date a rather mundane operation, not much need be said. It seems to be a satisfactory operation to all concerned, although, there are indications of willingness on the part of JOTP to transfer more tasks in this area to JOTP/PO. Specifically, it probably would be entirely agreeable with JOTP, for the Personnel Officer to take over and maintain a portion of the aforementioned records and the statistics which have been so well developed over the years by JOTP; also, JOTP would probably concur in JOTP/PO operation of the JOTP/OCS/ROTC Programs. Previously, the physical separation of the placement and personnel activities from JOTP precluded such transfers of function. It might be appropriate to effect such transfers, and reduce the administrative workload of JOTP. It should be remembered, however, that the JOTP Personnel are essentially programmers, administrators, and evaluators. They do no training per se. Relieving them of their administrative responsibilities would shift work load and not eliminate it. Discussions in this area are continuing.

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c. In connection with the liaison and coordination function, the undersigned can only say that he has received excellent cooperation from all areas of the Office of Personnel, from the Medical Staff, and the Office of Security. While the interrelationships and the flow of information concerning applicants among the three offices may well be imperfect, the system presently employed is operating satisfactorily and is being improved. Evaluation of the system as contrasted to that previously in operation would probably be within the province of the JOTP since it has observed results on a continuing basis under both systems.

d. Some specific accomplishments might be mentioned at this point. These are: (1) utilization of prepared briefing material for applicants before being interviewed; (2) improved, though still not perfect, techniques for recording JOTP/PO and JOTP impressions of candidates through use of a JOT Briefing and Interview Report; (3) improved methods of screening JOT rejects in anticipation of further shopping; (4) maintenance of more complete information on position inventory records; and (5) faster processing of certain categories of actions. These improvements, though minor, have all been developed with the concurrence, and, in many cases, with the active assistance of JOTP.

3. Future Plans

It would be difficult to forecast definitive plans for accomplishment in a position such as that encumbered by the JOTP/PO since it is essentially a service function amenable to continuing improvement. It can logically be assumed, however, that as time passes, more of those administrative functions now carried on by JOTP will come within the purview of JOTP/PO. It is entirely possible that this shift in function could minimize extension of JOTP/PO activity and knowledgability in the areas of selection, programming and final placement for JOTs. This might well adversely affect realization of certain of the objectives which were contemplated when the JOTP/PO position was created.

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[Redacted]
Junior Officer Training Program
Personnel Officer

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Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training

DATE: 24 July 57

FROM : Director of Personnel

SUBJECT: Junior Officer Training Report

You will be interested in [redacted] annual report and his observations about the Junior Officer Training Program. I am pleased to bring to your attention this further evidence of the good team work between our two offices.

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Report ready 6/10/57. Returned to D/P.

Reb

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